



Virginia Information Technologies Agency



DMV Driver License Central Issue (DLCI) Project: Background and Governance Issues

Dan Ziomek

Commonwealth Project Management Division (PMD)

Debbie Secor

Customer Account Management (CAM)

Commonwealth IT Solutions Committee

July 17, 2008



Commonwealth Project Governance & Oversight

Code of Virginia

Commonwealth Technology Management (CTM) Policy and
Supporting CTM Standards and Guidelines
(Includes IT Investment Management Best Practices)

ITIM

Pre-Select

Select

Control
Project
Initiation

Control
Detailed Project
Planning

Control
Execution

Control
Closeout

Evaluate
PIR

Agency Identifies
Business Needs
(Agency Strategic
Plan)

CIO
Planning
Approval
(Agency ITSP)

ITIB
Development
Approval
(Balanced Scorecard)

CIO
Approval of
Project Plan
(Baselines)

ProSight
Status
& Oversight
Committees

ProSight
Status
& Oversight
Committees

Post
Implementation
Review

← IV&V and
Periodic Reporting to the ITIB →



VITA Customer Account Management

How does VITA stay in touch with customers?

- Customer Account Teams (CAT)
- CAT members
- CAM & CAT activities
- CAM & CAT supporting documents



Background and Lessons Learned

- DMV DLCI procurement-to-project evolution
 - May 2005: CIO approved DMV APR for \$16M - DLCI "turn-key" outsourcing.
 - DLCI contract award delayed due to protest by current DL vendor.
 - February 2008: DMV awarded 7 year, \$40M contract to Canadian Bank Note (CBN).
 - February 2008: DMV PM query triggered PMD investigation - procurement vs. project.
 - May 2008: DMV and CIO agree that DLCI effort is a major IT project.
 - May 22, 2008: DMV DLCI project kickoff meeting; VITA invited.
- Lessons learned from DMV DLCI project
 - Reinforce agency responsibility to accurately self-report IT procurements and projects as part of agency ITSP (Commonwealth has limited ability to verify agency self-reported activity).
(Note: PMD working with DMV since 3Q2007 on ITSP; finally approved in June 2008)
 - Communicate to agencies that early CIO involvement in IT procurements and projects results in timely review and decision.
 - Consider agency "completion reporting" of approved Agency Procurement Requests to validate execution of agency strategic plans and supporting IT strategic plans.



Commonwealth Governance Issues

- Issue: DMV launched a mission-critical, major IT project without Code-mandated authorizations...
 - no project planning approval from CIO
 - no project development approval from ITIB
- Issue: DMV entered into an IT contract valued at approximately 250% of the CIO authorized agency delegated procurement authority
- Issue: DMV potentially placed the Commonwealth and project at increased risk by requesting VITA support after initiating an unauthorized major IT project

(NOTE: CIO letter to CITS Committee, July 18, 2008, recommends actions for consideration)



Next Steps

- DMV completes project initiation documents
- DMV resubmits project for Secretariat Oversight Committee review & approval recommendation
- PMD prepares balanced scorecard & CIO decision package
- CIO submits project development approval recommendation to ITIB
- ITIB completes five day review
- CIO issues decision on behalf of the ITIB